



KENNEDY SPACE CENTER



Strategic Employee Development (SED) Program

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REACH
— NEW —
HEIGHTS

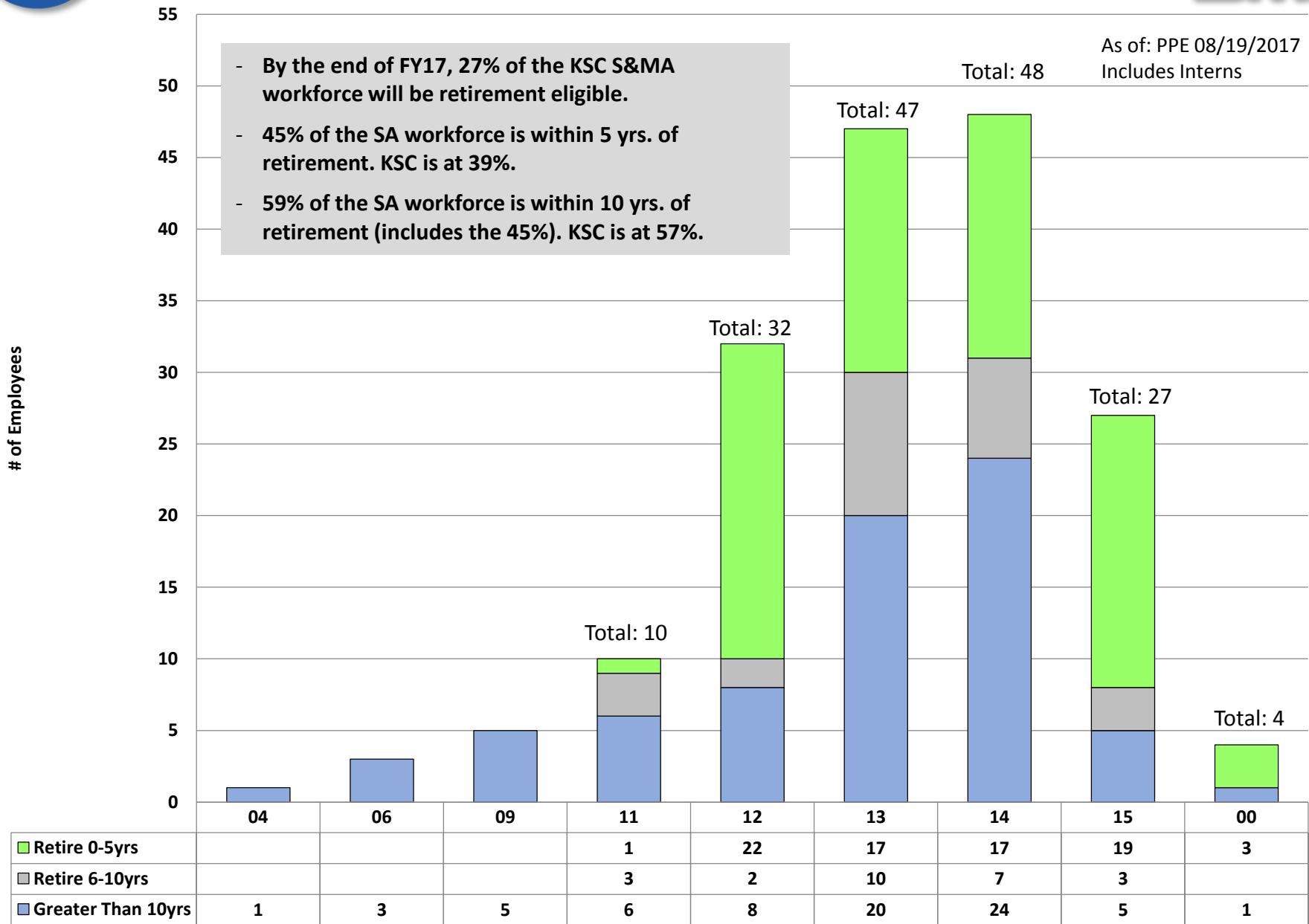
BENEFIT
— ALL —
HUMANKIND

REVEAL
— THE —
UNKNOWN





Aging Workforce Issue





Morale & Retention Issue



Questions	S&MA 2016	KSC 2016
My training needs are assessed	74.0%	74.1%
My supervisor/ team leader provides me with constructive suggestions to improve my job performance	66.8%	74.9%
Supervisors/ team leaders in my work unit support employee development	67.2%	82.3%
How satisfied are you with the training you receive for your present job?	73.3%	68.7%

The **Federal Employee Viewpoint Survey (FEVS)** is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce and how well they are responding.



Strategic Employee Development

The Strategic Employee Development (SED) program provides a proactive method to counter the primary drivers by creating a deeper “bench strength” and providing a more comprehensive developmental feedback experience for the employee. This framework for doing succession planning has been customized for an S&MA organization via the identification of key positions , the corresponding critical competencies, and a process to help managers have relevant and meaningful development conversations with the workforce.



Strategic Employee Development: A pro-active, systematic way of making strategic developmental decisions to create pools of talent ready to take on critical roles in the future



Replacement Planning: Developing a list of people who can replace individuals in key roles



Process Map





Bench Strength Table



Positions	Retirement Eligibility	Ready Soon	Recruitment & Development Strategies	Overall Health	Progress
Agency Metrology/Calibration	5 or more	1	Look for external candidates Develop internal pool	Red	
LSP CSO	Within 2 years	6	Continue to develop internal pool	Green	
GSDO CSO	Within 2 years	4	Continue to develop internal pool	Green	
Branch Chief	Within 2 years	9	Continue to develop internal pool (focus on leadership skills)	Green	
Quality Engineer	Within 2 years	2	Re-direct/emphasize development of internal pool	Red	
KSC Explosive Safety	2 to 5 years	1	Continue to develop and widen internal pool	Red	
Lead Quality Assurance Specialist	5 or more	1	Continue to develop internal pool (focus on leadership skills)	Yellow	
Administrative Officer	5 or more	1	Develop internal pool KSC pool available	Yellow	

Overall Health Legend

Small bench strength relative to projected attrition and uniqueness of skill

Moderate bench strength relative to projected attrition and uniqueness of skill

Strong bench strength relative to projected attrition and uniqueness of skill



Training Themes



Opportunities
for exposure
across
directorate

Major Reviews
Innovation Teams
Morale Initiatives

Individual
Development

Mentoring
Self-Assessments
Coaching
Job Details
Job Shadows

Training
Courses

Assertiveness
Innovation
Business Acumen
Crucial Conversations
Leadership Skills



Opportunities for Improvement



Culture

Having full support from the top is pivotal

Ensure buy-in from supervisors from the beginning

Involve all supervisors throughout initiative

Execution

Consider broader areas of work (e.g., technical vs management track) rather than specific critical positions

Emphasize a similar approach across supervisors so that the quality of the employee experience is consistent

Ensure there's a clear development feedback and options for each employee at the talent review

Change Management

Identify supervisors who are implementing best practices and leverage their experience

Over communicate at every level. Intent can be lost in translation

Have a forum to share ideas on how to have critical conversations



Implications

Research limitations/implications

Dependent on number of participants in the program

Duration of program requires significant preparation

Requires upkeep after program to continue reaping benefits

Practical implications (i.e. benefits of SED)

Organizations with aging workforces

Scalable to size of organization

Framework applicable to almost any industry

Increases supervisor competency

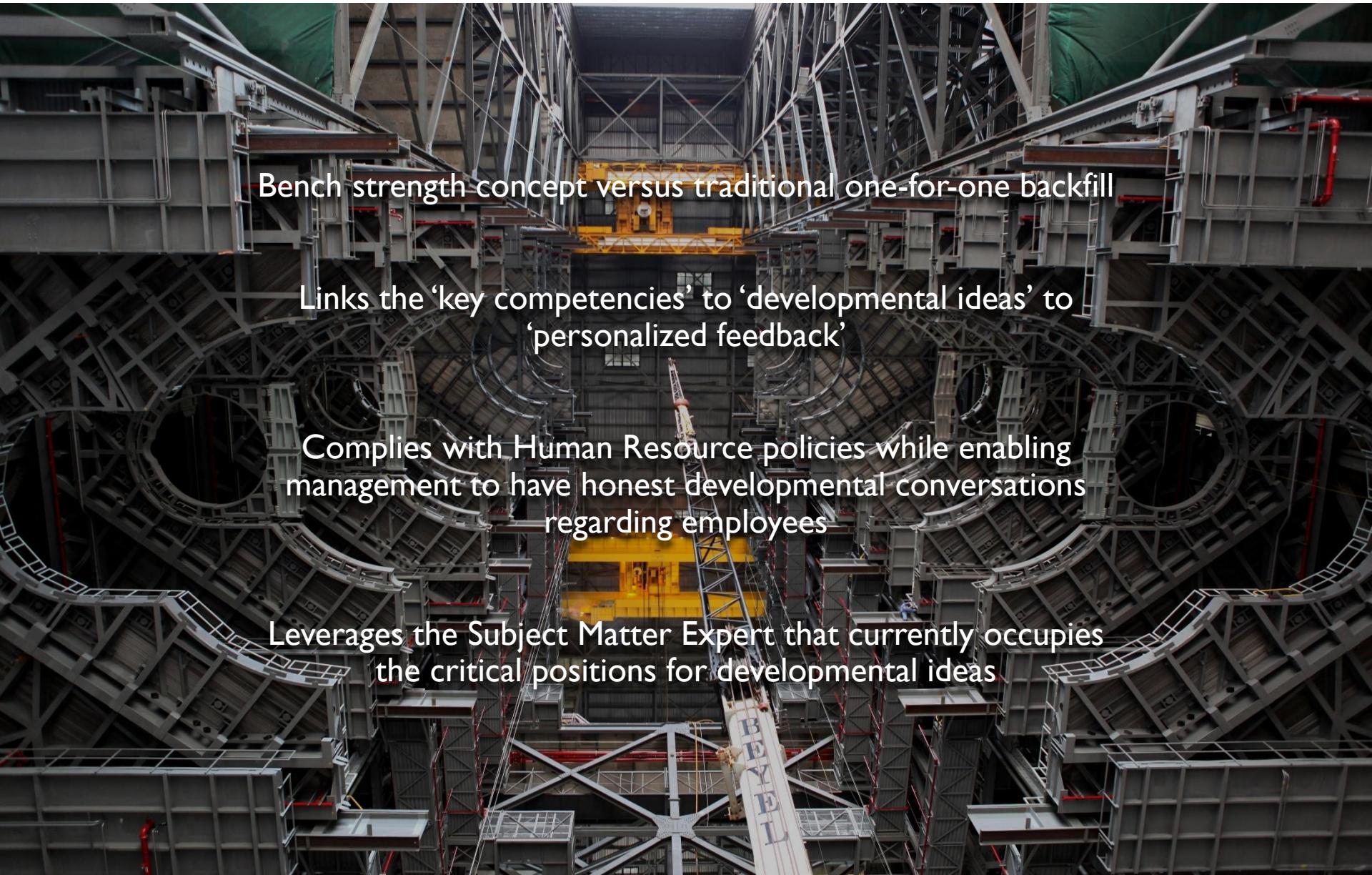
Increases employee morale

Alignment of management team on workforce strategy

Strategic insight into organization's training needs



Originality/Value



Bench strength concept versus traditional one-for-one backfill

Links the ‘key competencies’ to ‘developmental ideas’ to
‘personalized feedback’

Complies with Human Resource policies while enabling
management to have honest developmental conversations
regarding employees

Leverages the Subject Matter Expert that currently occupies
the critical positions for developmental ideas

